



# **Training Module on Soft Skills**

**UIDAI**

**Unique Identification Authority of India**

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## Communication Skills

### Objectives

In this chapter you will learn to

- Define communication
- Describe the benefits of effective communication with enrollees
- Explain the communication process in their own words
- List what makes an Operator/Supervisor a good communicator
- Identify the types of communication
- Describe the role of speech and body language in effective communication
- Identify the essentials of verbal (speech) and non-verbal communication (body language)
- Identify barriers in listening
- Describe techniques of active listening
- State the importance of having a positive attitude
- Summarise the dos and don'ts of effective communication

### What is Communication?

- Communication is sharing of ideas
- A process that allows people to exchange information by several methods
- The exchange of information between members of a group that enables survival or improved living conditions for the sender or receiver of the message or both

Effective communication occurs only if receivers understand the exact message the sender intended to transmit and feel the information at the end of exchange is clear. The ultimate goal of communication is to convey information and understanding of information from one person or group to another person or group.

- **In the UID enrollment environment:** Communication occurs through actions whereby Operators/Supervisors impart information to enrollees and vice-versa. The information given must be received and understood by the enrollee.

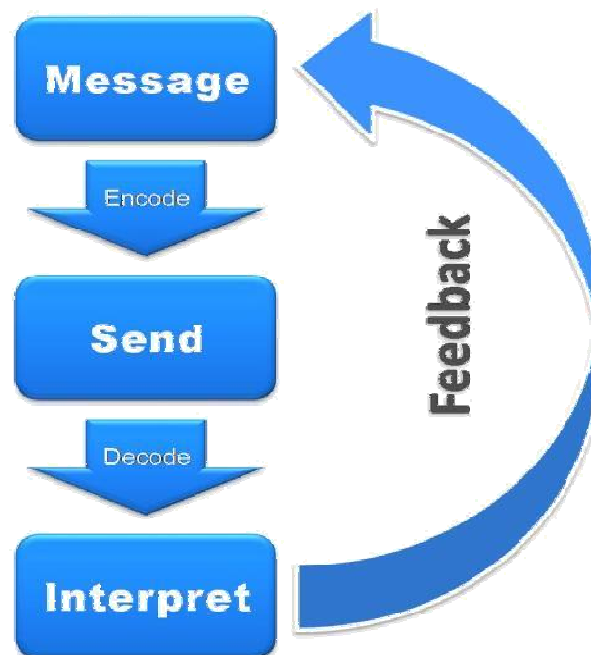
## Benefits of Effective Communication

For the enrollee you are the face of UIDAI, therefore effective communication helps in increased

- Positive word of mouth for UID
- Capture of quality demographic and biometric data
- Positive word of mouth for the Enrolment Agency

To learn effective communication we must it will help us to know about the communication process

## Communication Process





The communication process consists of a non-verbal or verbal message being sent and received with effective feedback to ensure the message is clear and understood. Understanding the communication process lays the essential foundation one needs to improve communication skills and develop effective communication habits. Miscommunication can occur at any stage in the communication process. The stages and elements of the communication process are shown below:

- Source-where the message comes from
- Message-ideas, thoughts, information to be communicated
- Encode-formulate words to transmit message
- Channel-mode used to transmit message-written or verbal-such as email, or phone
- Decode-receiver listens or reads message clearly
- Receive-person processes and reacts to message
- Feedback-receiver responds to sender showing understanding

#### **Four Elements to Sending the Message:**

1. Formulates the message intended to communicate
2. Considers possible internal and external barriers that may affect the message
3. Encodes message into words sender wants to use
4. Transmits the message clearly

#### **Four Elements to Receiving Message:**

1. Hears or sees message from the sender
2. Processing of message is affected by internal and external barriers
3. Decodes the message
4. Interprets message and uses feedback to for clarity

To improve communication skills and have effective communication without misunderstanding and confusion in all situations, the goal should be to lessen the frequency of problems at each stage of this process, with clear, concise, accurate, well-planned communications.



## Communication in UIDAI

**Source:** Operator

**Message:** The instructions/information the Operator gives to the enrollee

**Encoding:** Giving information in a manner that is understood by the enrollee

**Decoding:** Interpretation of the information received by the enrollee

**Receiver:** Enrollee

**Feedback:** The responses that tell you what the enrollee has understood. If the enrollee looks confused, then take care to explain again till the enrollee has understood.

## Types of Communication

Communication in general is the process sending and receiving messages that enables humans to share knowledge, attitudes, and skills. Although we usually identify communication with speech, communication is composed of two dimensions-verbal and non-verbal. An individual's communication skills are a basis for an effective dialogue, and involve both verbal and nonverbal communication skills.

While verbal communication helps to express oneself, nonverbal enhances spoken ideas by means of bodily, voice, and eye behavior, facial expression, etc. It reinforces the effect of spoken words. In addition, nonverbal communication can be viewed as a reliable indicator of real feelings of the speaker. Observed and paid attention to, it can help a person to understand another one better.

### Verbal communication:

- Speech
- Face to face conversation
- Telephonic conversation



### Non-Verbal Communication:

- Body Language
- Facial expressions
- Eye contact
- Tone of the voice
- Hand /body movements/gestures
- Posture
- Personal space

### Situations Demanding Effective Verbal Communication

In the UIDAI environment the operators and supervisors need to be care with their verbal communication in the following circumstances:

- Helping the enrollees fill-up the enrollment form
- Instructing enrollees before and during the Biometric Data Capture
- Reading out the data to ensure correctness of the entered data



#### Case 1

Abhay Singh is an Enrolment Operator. Shubha Kumari, an enrollee filled in the wrong details in the enrolment form. Abhay was stressed at work. He got so irritated that he spoke to her harshly and tore her form. When he gave her a fresh form to fill-up, the enrollee walked out of the enrolment centre saying that she was not interested in getting a UID number.

1. Where did the Operator go wrong?
2. Why did the enrollee react in this way?
3. How should the Operator have behaved?



## Verbal Communication while Filling in the Enrollment Form

The pre-enrolment data file can be imported into the computer. The data stored (for some enrollees) in this file will allow the Operator to auto-fill some or all of the demographic fields for those enrollees when enrolling them.

The enrollee could also fill in the enrolment form in advance.

In case, he/she has not filled the enrolment form in advance, give the paper form.

In case the enrolment form has not been filled:

- Enquire if the enrollee is comfortable filling the form
- If yes, please hand over the form to him/her
- Give clear, specific instructions
- Avoid using a harsh tone
- If not, help the enrollee in filling the form by asking for the relevant information and keying it in yourself.
- While entering, ensure that the names are spelt correctly as specified by the enrollee.



### Case 2

Sushant Pawar is an Enrolment Operator. The demographic and biometric data of an enrollee, Ramroop Singh, has already been captured. Ramroop Singh is busy talking with his friend who is accompanying him. Sushant seeing the long line of enrollees, generates a printout of the enrolment slip. However, when the printout of the enrolment slip is read by Ramroop, he observes that the enrollee's mobile number and mother's name is incorrect.

1. Do you think the error could have been avoided?
2. If you were in the Operator's position what would you do?

Ensuring correctness of the data being captured is an equal responsibility of the enrollee and the operator. Read out loud to the enrollee the data that has been captured on screen and get a validation

## Significance of proper Operator instructions to the enrollee

- Biometric accuracy depends on quality data capture on the field.
- This is directly related to **how clearly the Operator instructs** enrollees during data capture.
- Instructions should be in the local language
- Every capture is being tracked. It is essential for the Operator to capture quality data.

### Remember:

- **Clear and detailed** instructions should be given to the enrollee before the capture
  - **Check:** First, check the enrollee's hands and eyes to ascertain exceptions, if any.
  - **Brief:** Spend a few seconds to instruct the enrollee on the process to be followed
- Instructions should be given before the capture
- Spend a few seconds to instruct the enrollee clearly at each step of the biometric capture.

### Instructions for Facial Image Capture:

Before capturing the facial image, clearly instruct the enrollee:

- Please do not smile
- Keep your teeth closed
- Keep both the eyes open

### Instructions for Iris Image Capture:

Before capturing the iris image, clearly instruct the enrollee

- Open your eyes wide
- Look straight into the camera
- Please do not blink for 10 seconds



Before capturing the fingerprints, clearly instruct the enrollee

- Your hands must not be too dry or too wet.
- If needed, please wash your hands or wipe them with the wet sponge/towel
- Please place all 4 fingers of the left hand on the platen of the scanner
- Please place both your thumbs on the platen of the scanner

Keep in mind:

- Do not use technical words with the enrollee.
- For instance, there is no need to say: “Now I will capture your iris image.”
- The enrollee (say in a village) will not understand what iris means.
- Be patient and polite as enrollees will belong to different age groups.
- Older people will take longer to enrol.



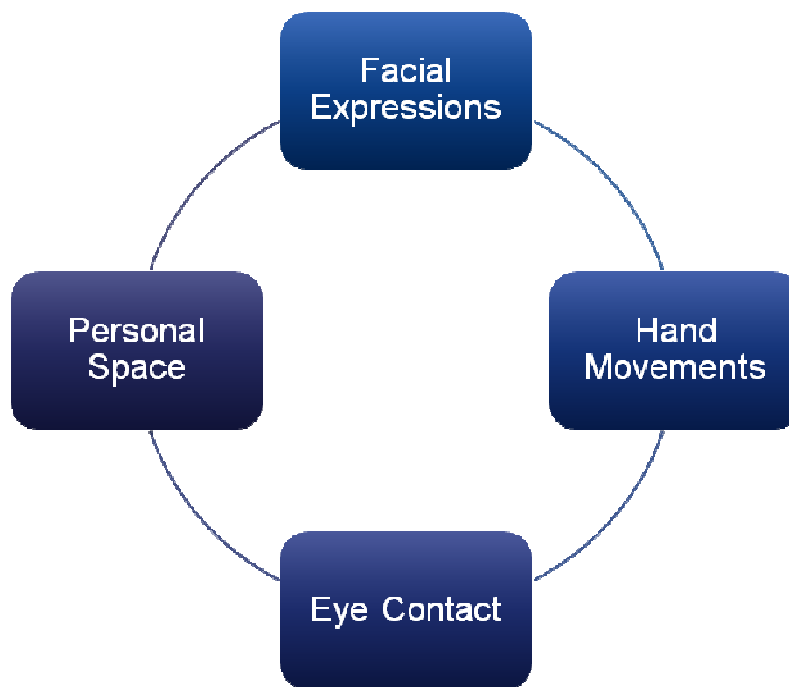
### Case 3

Shanta Paswan is an enrollee who has come to the enrolment centre to enroll for UID. When quality fingerprints could not be captured, the Operator himself tried to get her fingerprints by exerting pressure on her hands. The enrollee screamed the moment the Operator touched her hand.

1. Do you think this scene could have been avoided?
2. If you were in the Operator’s position what would you do?

## What is Body language

According to the social anthropologist Edward T. Hall, in a normal conversation between 2 persons, less than 35% of the social meanings is actually transmitted by words. So, at least, 65% of it is conveyed through the body (non-verbal channel).



## Do's and Don'ts of Body Language

### Do:

- Smile
  - It will show enrollees that you have a positive attitude
- Look your enrollee in the eye.
  - Eye contact is important to build trust



- Speak clearly and confidently
- Be clear when you ask the enrollee a question

**Don't:**

- Do not look unhappy or stressed
  - enrollees have nothing to do with your own problems
- Do not swallow words while you are speaking
- Do not mumble
  - Enrollees will not understand what you are saying

## The Importance of Personal Space

**Think about it:**

- When you are with your family members how much physical distance do you maintain?
- When you are with your friends how much physical distance do you maintain?
- When you are with your colleagues or strangers how much physical distance do you maintain?

We all have a clear concept of social distances. The closer people are to us the lesser is the physical distance that we maintain.

It is essential therefore, to be conscious of the same principles when the Operators/Supervisors are dealing with enrollees. Always respect the privacy/personal space of the enrollee at all costs and maintain physical distance. This is even more important in the case of women enrollees

- If the Operator invades the enrollee's space, they may feel:
  - Threatened
  - Troubled
  - Defensive
  - Aggressive



## Communication Barriers

There are many cause for failure of communication, like:

- Noise
- Assumptions/Misconceptions
- Emotions
- Language differences
- Cultural differences
- Poor listening skills
- Distractions
- Unclear messages
- Use of negative words

Some of these barriers are beyond our control, but effective listening is the key to effective and better communication.

## Effective Listening

***"We were given two ears but only one mouth, because listening is twice as hard as talking."***

More often than not, while communicating with others we do not listen as we are too busy in our own mental conversations. Expressing our wants, feelings, thoughts and opinions clearly and effectively is only half of the communication process needed for interpersonal effectiveness. The other half is listening and understanding what others communicate to us.

There is a real distinction between merely hearing the words and really listening for the message. When we listen effectively we understand what the person is thinking and/or feeling from the other person's own perspective. It is as if we were standing in the other person's shoes, seeing through his/her eyes and listening through the person's ears. Our own viewpoint may be different and we may not necessarily agree with the person, but as we listen, we understand from the other's perspective. To listen effectively, we must be actively involved in the communication process, and not just listening passively.

## Importance of Listening to Enrollees

- Reflects courtesy and good manners.
- Helps you to work effectively
- Eliminates grievances of enrollees.

Active listening



- Pay attention to the enrollee
  - Look at the enrollee directly
  - Put aside distracting thoughts
  - Avoid being distracted by environmental factors
  - "Listen" to the enrollee's body language
  - Refrain from side conversations
- Show that you are listening
  - Nod occasionally
  - Smile and use other facial expressions
  - Have an open posture
  - Encourage the enrollee with small verbal comments like yes, and uh huh



- Provide feedback
  - Reflect what has been said by rephrasing.
  - For example, “What I’m hearing is...” and “Sounds like you are saying...” are great ways to reflect back.
  - Ask questions to clarify certain points. “Is this what you mean?”
  - At intervals summarize the enrollee’s comments.
- Delay judgment
  - Allow the enrollee to finish
  - Don’t interrupt with counter-arguments
- Respond Appropriately
  - Be open and honest in your response
  - Express your opinions respectfully
  - Treat the enrollee respectfully

## What makes an Operator/ Supervisor a Good Communicator?

- Is **sensitive** to cultural and religious differences
- **Proactive** in assisting enrollees when required
- **Clear** in giving instructions to enrollees while data is being captured
- Is **courteous and polite** to enrollees
- Is **patient** in dealing with different types of enrollees
- **Respects** the enrollees’ **privacy/personal space**

## Essentials of a Good Communicator

- Think before saying something.
- Use simple words and phrases that enrollees understand.
- Speak clearly and audibly.



- Check twice with the enrollee to ensure if he/she has understood you.
- In case of an interruption, always do a recap of what has been already said.
- Pay undivided attention to the enrollee while listening.
- Ask for clarification if you have not understood the enrollee's point of view.
- Repeat what the enrollee has said to check your understanding.
- Don't react and say something in anger.
- Don't use technical terms not understood by the majority of enrollees.
- Don't speak too fast or too slow.
- Don't speak in surroundings where you won't be heard.
- Don't assume that every body understands you.
- Don't not interrupt the enrollee.
- Don't jump to conclusions.

### **Positive Attitude → Better Communication**

- Leave your problems at home.
- Do not express any irritation or frustration at the enrollee.
- Be patient
- Do not lose your cool under any circumstances



## Quiz

Fill in the blanks

- 1) Eye contact helps to build \_\_\_\_\_
- 2) Mumbling will \_\_\_\_\_ allow you to be understood clearly.
- 3) Invading the \_\_\_\_\_ space leads the enrollee to feel very threatened.
- 4) \_\_\_\_\_ is the top most reason for failure of communication
- 5) \_\_\_\_\_ reduces the number of grievances.



## Crowd Management

### Objectives

In this chapter you will learn to

- Explain the importance of managing crowds
- Choose steps for effective crowd management
- List the benefits of effective crowd management
- Describe the components of crowd management
- Recall patterns of inflow of enrollees
- List ways of managing peak inflows
- Discuss techniques to manage queues
- Handle irate enrollees
- Identify techniques of building rapport with local goons/Influencers
- Demonstrate effective rapport building and irate enrollee

### Waiting and Irritation



#### Case 1

It is your fifth anniversary. You have taken your wife to a popular restaurant. The restaurant is crowded. The waiter notices you but is too busy to take your order. You wait for ten minutes. The waiter arrives after that and does not even bother to apologize. He takes down your order and keeps you waiting for another half an hour for the food to arrive. By now, both of you are very hungry. To top it off your wife is in a terrible mood...

1. How would you feel in such a situation?
2. Would you recommend the restaurant to any of your friends or relatives?
3. Is there anything the waiter could have done to generate a better customer experience?



Now think of the Residents who are standing in long queues and waiting to get enrolled for their UID.

- Unoccupied time goes slowly
- Waiting before the enrolment for the resident has begun seems longer than the time spent during enrolment
- Anxiety can be reduced with attention

## Effective Crowd Management

- Systematic planning for the enrolment process
- Supervision of residents who have come for enrolment
- Systematic planning for the orderly movement of residents

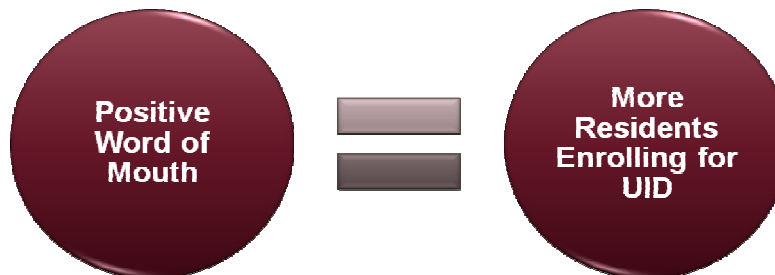
Crowd management, in terms of UIDAI, means handling Enrollees in a manner that makes their wait less painful.



### Think

- What are the benefits of crowd management?
- What are factors that affect crowd management at the enrolment centre?
- How long will the queue be?
- If the queue is too long, what steps can be taken?
- What will the Supervisor's role in crowd management?
- What steps can be taken to make the waiting for residents less painful?

## Benefits of Crowd Management



The communication process consists of a non-verbal or verbal message being sent and received with effective feedback to ensure the message is clear and understood. Understanding the communication process lays the essential foundation one needs to improve communication skills and develop effective communication habits. Miscommunication can occur at any stage in the communication process. The stages and elements of the communication process are shown below:

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## Patterns of Inflow

It has been observed that:

- There is a heavy inflow of enrollees in the first half
- Crowd thins down during the afternoon and picks up by late afternoon (3 p.m.), but not to the extent seen in the morning



- Working men prefer Sundays/holidays for enrolment
- Men turn up in larger numbers in the initial hours of the enrolment day compared to other parts of the day
  - This is to probably complete enrolment before they go to work

### Enrollment Start Time

- Starting the enrollments early in the day (around 6.30 am) may be considered
- A three hour break in the afternoon may be considered, to reduce fatigue

### Management of Peak Flows

- Number of entry points is a critical factor in crowding.
- Centre with two doors facilitates better crowd management at the entrance of the hall.
- The entrance gets congested with enrollees waiting to enter, making it difficult for the enrollees inside to come out.
- Operators do not have any idle time during peak hours
- Instances of the next enrollee arriving before completion of an ongoing enrolment have been observed

### Inconveniences Enrollees could face

- Lack of drinking water
- Improper waiting arrangement
- Long hours of waiting in the sun
- Enrollees sent back on the previous day, not given priority the next day



### Think

List your observations:

### Make it Easy for the Enrollees

- Ensure that residents have access to drinking water
- Distribute numbered coupons to enrollees could make the wait less painful.
- In case villagers have been standing in the sun for long, request them to sit under trees
- '*Darees*' could be arranged for with the help of local authorities, so that enrollees can sit

### Components of Crowd Management

- Managing queues
- Dealing with irate enrollees
- Building rapport with disruptive elements
- Engaging local administration

### Managing Queues

- Attend to residents with a helpful attitude
- Observe the nature of queues
- By understanding when the queues form most often, a staffing plan can be created.
- Have break times before and after the peak period



- Reduce the cycle time per resident
  - *How long does it take for the resident to walk into the enrolment centre, wait in line and get enrolled?*
  - *How much time does it take to enroll a resident once they have reached the Operator?*
- Ask enrollees to take a break and come back later.
- The *Sarpanch* could make announcements when required.
- Chalk can be used to draw lines on the ground. This will help discipline the queues.

### Dealing with Irate Enrollees

- In the event of a verbal or physical altercation, the **Operator/Supervisor must not lose their cool**
- Reactive behaviour needs to be avoided at all costs
- Be polite and helpful
- Don't talk back
- Don't take things personally

### Building Rapport with Locals

Rapport involves building peace, trust and cooperation in a relationship

- Allow them to feel important
- Be conscious of the tone of your voice
- Use positive body language
- Be friendly
- Practice active listening
- Allow them to feel important



- Do not show your ego

### Engaging Local Administration

- Co-ordinate with the local district administration or village authorities for crowd management.
- The *Sarpanch/ Panchayat* authorities could help identify villagers who could contribute in managing crowds:
  - Controlling crowds at the main entrance of the enrolment centre
  - Managing queues
  - Controlling crowds at the entrance of the hall
  - Escorting elderly and physically challenged residents to the enrolment station



#### Case 1

A typical day at the enrolment centre. It is 10:30 a.m. and the centre is packed. The Operator is extremely busy as it is a peak hour for enrolment. Suddenly, he hears loud voices. He senses that there is commotion outside. He sees that the Supervisor and an enrollee are arguing. The enrollee is very angry and is using abusive language. The Supervisor is trying very hard to keep his cool. It is evident that he is also getting angry. Apparently, this enrollee was sent back the previous day as the enrolment centre closed down. Today, he had to stand in a queue again. His argument is that since he came yesterday, he should be given preference.

1. How would you deal with such a situation?
2. How would you handle an irate enrollee?



#### Case 2

A typical day in the enrolment centre in Bhagalpur, Bihar. It is 11:00 a.m. and the centre is packed. Suddenly five local goons barge into the centre. They seem to be very aggressive. They start disrupting the enrolment process and creating chaos. The enrollees are scared but are not reacting.

1. If you were in the Operator's position what would you do?



## Some Examples of Friendly Speech

Instead of saying:	Say:
<i>I can't / I won't enroll you right away...</i>	<i>Sir, may I do the enrolment for you early tomorrow morning?</i>
<i>When this set of enrolments gets done, I will let you know...</i>	<i>I hope you understand...This might take 3 hours...</i>
<i>Perhaps you could try enrolling at some other station...</i>	<i>Give me a moment. Please let me see what I can do to accommodate you...</i>



## Interaction with Senior Citizens

### Introduction

Senior citizen is a term used for an elderly person. Generally speaking these citizens are from the retired strata of the society.

Senior Citizens may suffer from poor health and age related disabilities, hence enrolment centre operator should make them comfortable throughout the entire enrolment procedure.

Enrolment operator should take utmost care while handling Senior Citizens.

### Benefits of Effective Communication with Senior Citizens

By proper communication with Senior Citizens you can ensure comfortable enrolment procedure without irritating or annoying them.

It would help resolve Senior Citizens queries in an effective & timely manner.

Handling Senior Citizens with care send out a positive impression of UID among citizens

### Case Scenario: How to handle Senior Citizens?

Dilip Ratha is an old man. He has come to the Enrolment Centre to enroll for UID. He is a 65 year old man. He has been suffering from back problem for the last few years.

The following instructions need to be followed by the Enrolment Operator while handling Mr. Dilip Ratha to complete the entire enrolment process.

- Greet him with a smile & by saying Namaste or Hello!
- Help him to sit comfortably on the chair.
- Enquire about his health & wish him a speedy recovery.
- Proactively offer your help in filling the form.
- Ask all enrolment related questions politely.



- Make sure that he does not have to move around too much.
- Do not get irritated and angry if he is not able to understand your questions
- Confirm all the enrolment data taken from him by reading it loudly.
- Assist him while the fingerprints are being captured, as the resident may not be able to give adequate pressure on the slap scanner.
- Apologise to him if any of the biometric scans does not get recorded properly and take the scan again.
- After finishing the enrolment procedure:
  - Give all the relevant information to him.
  - Help him to get up from the chair.
  - Thank him for coming for enrolment.

## Do's and Don'ts of Dealing with Senior Citizens

### Do's of Dealing Senior Citizens

- Senior Citizens should be guided towards the enrolment station which is specifically reserved for them.
- Greet the Senior Citizen respectfully.
- Be polite and courteous.
- Listen to them very carefully.
- It is important to empathize with the Senior Citizens.
- Talk to Senior Citizens with respect.
- Body language should be positive & attentive.
- The Operator needs to be patient
- Speak clearly and confirm all details taken from them.
- Proactively help them as and when required during the entire enrolment procedure.
- Try to ensure that all their queries & doubts are answered before they leave the enrolment centre.



- Behave naturally and don't go overboard while try to help them

#### **Don'ts of Dealing Senior Citizens**

- Do not get frustrated if Senior Citizens take time while completing the enrolment process.
- Do not shout or misbehave with Senior Citizens if they are not able to understand you.
- Do not get angry if Senior Citizens ask you to repeat certain instructions or questions.